

AROUND THE CITY

He was an oldish man with more than a fair share of bones. And the bones were rheumatic.

Over one hand that had retired from active life dangled a hank of shoe strings. The other was extended to hold the kind of lead pencil that a man who uses pencils is foolish enough to buy.

Many passed him Christmas eve, but, honest, when you are in a gust of a rush to get home with your last-minute bundles and a wreath or two, and you have promised Martha Ellen to be on time for dinner—and you know how it is—

So the oldish man might have been a lamp post, for all people stopped to bother about him, until—along came a man.

He was such a big, strong, happy-go-lucky and leisurely sort of man that it seemed, some way, that he had come by.

For the dear letters sent to "the Ann" Roman, throughout the year, and for the little pile of Christmas cards and notes, please consider her thankful.

WHERE YOU BUY.

II.—The Salespeople.

By Frederic J. Haskin.

The salesman means, also, the saleswoman. He is more than the deciding factor in the success or failure of a retail store. He is no longer a mere automaton who hands out goods and makes change, but is the real personality of the business. His calling is being established, and there is quite a literature on the subject.

This great importance of the modern salesman may seem a trifle illusory to the clerk who is trying to live on \$2 a week. It is true that the rewards of salesmanship are not high. They run from \$3 to \$40 a week; the great majority of the profession gets less than \$10, and few of them ever achieve a salary of more than \$18. But the conditions of their calling are steadily improving. By national advertisement and the wide distribution and standardization of products, the prices and profits of the retail business are rapidly becoming uniform all over the country. Goods of about the same quality for the same price. Hence the service rendered by the salesman is becoming more and more important. It is the deciding factor in the sale. It follows with logical certainty that the salesman must become more efficient and better paid individual, and there is already a strong upward trend both in efficiency and salaries.

Scientific management is just beginning to be applied to the retail business. It is being used in the selection of goods, in the arrangement of the store, in the training of the salesmen, and in the testing of the amount of sales each can do in a day in order to pay him exactly what his efficiency and the profits of the business permit.

Schools and colleges are aiding big business in this way. They are training the public schools in the retail business. Public schools in the retail business. Public schools in the retail business.

When such training has become general and when all of the stores examine their prospective employees, are holding classes and lectures, and are testing the amount of sales each can do in a day in order to pay him exactly what his efficiency and the profits of the business permit.

Expected to Solve Wage Problems. The determining factor in the special fitness for salesmanship, for the principal cause of the low rate of pay is that the stores are over-run with unskilled persons, chiefly women, who are willing to work for less than the value of their services.

A study of the salesgirls in various cities shows that most of them work in a retail store as a means of tiding over the period between leaving school and getting married. Most of them live at home and are therefore willing to work for less than living wages. Practically all of them hope to get married and therefore do not study salesmanship. So the market is flooded with a large number of unskilled persons. For all of these reasons the majority of them are of a low grade of efficiency and the employer little more than he pays them.

To the retail merchant the wages of his salesmen are the most important factor in his business. He calculates as a percentage of his total sales, and the percentage of his total sales is about 12 to 15. In different stores, about 2 per cent of sales is considered a fair expenditure for the service of salesmen. Now it is evident that the merchant cannot greatly increase this percentage and still keep his business on a paying basis. But the merchant can get more efficient salesmen, each of them will receive more.

Thus in a certain department store careful tab was kept on the amount of sales each salesgirl made. The salesgirl who sold by each of her sales represented in the case of a girl receiving \$5 a week it was found that her salary was 10 per cent of her sales, while one receiving \$15 a week drew only 3 per cent of her sales. So the girl who sold \$25 a week was really worth about \$25 a week to her employer, while the five-dollar was only worth about \$3.

When training for salespeople has become general in schools and universities and the demand for a high standard of ability has become general, the stores wages will rise of their own accord, because there will be fewer and better salesmen.

The wages paid today are undoubtedly insufficient as a whole to encourage a high grade of efficiency. Boys starting in the retail business receive from \$3 to \$6 a week. The salaries of girls range from \$5 to \$10 a week, and the majority of the men in retail stores never pass the

latter figure. Salesmen in some departments and in stores where a high degree of technical knowledge is required, such as those dealing in rugs, furniture, and silks, sometimes receive as much as \$25 or \$40 a week.

The wages of women in retail stores have been the subject of much controversy in litigation.

Many Receive Less Than Living Wages. It is true that they receive less than a living wage, and also that many of them do not expect to live on their wages and are not worth much more than they get.

But the wages paid are on a basis of time—that is, so much per week; but in some stores a commission basis is adopted, this is usually found practicable only where there is a very fine division of the work; otherwise it tends to stifle the initiative of the salesmen, and the neglect of those with small orders for those with large ones and the neglect of the latter for the neglect of the former.

A very general practice is that of paying a small premium for the sale of this old stock. Such goods are usually marked "P.M." and the premium of 2 per cent paid to the clerk who sells it is called, in the argot of the trade, a "spiff." The payment of spiff is general in the woman's garment trade. In addition to these commissions many stores have a system of giving a spiff for faithful service, and some of them even fines for carelessness or tardiness.

One honest saleswoman who has created bad feeling. They are used less and less.

Another method of bonus to the employee is a discount of from 10 to 20 per cent upon goods, which he takes from the store for his own use. This is a very common method, and is dependent upon him. Perquisites take many other forms such as gifts, banquets, and the like. These are usually given to the salesmen who make the most sales.

After the usual routine of business Mrs. Gen. H. B. Boynton gave a resolution in the case of the Order of the Daughters of the American Revolution. This was followed by a talk from Mrs. J. T. Sadler, Mrs. Harvey, Mrs. Patrick and Mrs. Williams. Refreshments were served.

Continental Chapter, D. A. R. Continental Chapter, D. A. R. held its December meeting at the residence of Mrs. A. S. F. Allen and Mrs. J. J. Harrower assisted the hosts. At the conclusion of the business session Mrs. J. J. Harrower presided, the following program was given: Solos, by Mrs. Ed. Anderson, "The Founding of the Order of the Daughters of the American Revolution," by Mrs. John Kline; solo, "I Were Called by Armistice," by Mrs. J. J. Harrower; solo, "The Founding of the Order of the Daughters of the American Revolution," by Mrs. John Kline; solo, "I Were Called by Armistice," by Mrs. J. J. Harrower.

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Petworth Woman's Club. The Petworth Woman's Club will hold a New Year reception at the Petworth M. E. Church tomorrow evening from 7:30 to 10 o'clock. The program will be furnished by the music committee. Mrs. John McMechan, chairman, will read a paper descriptive of the life of John F. Kennedy, and Mrs. J. J. Harrower assisted the hosts. At the conclusion of the business session Mrs. J. J. Harrower presided, the following program was given: Solos, by Mrs. Ed. Anderson, "The Founding of the Order of the Daughters of the American Revolution," by Mrs. John Kline; solo, "I Were Called by Armistice," by Mrs. J. J. Harrower; solo, "The Founding of the Order of the Daughters of the American Revolution," by Mrs. John Kline; solo, "I Were Called by Armistice," by Mrs. J. J. Harrower.

Franklin Chapter, D. A. R. Sarah Franklin Chapter, D. A. R. held its December meeting at the home of its treasurer, Mrs. Fred H. Volland, at 624 A street northeast. The president, Mrs. James E. Mulcare, presided. The guests were Mrs. Ella M. Bull, Mrs. Kessler, and Mrs. Nelson S. Barber. The speaker was the minister of the District and of the progress of the District chapters of the D. A. R. are marked in the win of Josephine, the markers of the original survey. Mrs. Volland personally contributed the

mission necessary for the inclosing of one of the stones, making the gift in the name of the chapter. Mrs. Robert Harrison, historian, read a paper on the progress of the District chapters of the D. A. R. are marked in the win of Josephine, the markers of the original survey. Mrs. Volland personally contributed the

the last meeting of the year of George H. Thomas W. R. C. was held December 19. The president, Mrs. Dora Hendrix, thanked the members for their support and presented the officers of the year. A Christmas present of a book, "The Story of the D. A. R.," was presented to the members. The members of the year of George H. Thomas W. R. C. was held December 19. The president, Mrs. Dora Hendrix, thanked the members for their support and presented the officers of the year. A Christmas present of a book, "The Story of the D. A. R.," was presented to the members.

Capitol Hill Literary Society. The Capitol Hill Literary Society met Monday evening at the home of Mrs. A. H. Frear, 223 8th street northeast. The president, Mrs. Dora Hendrix, thanked the members for their support and presented the officers of the year. A Christmas present of a book, "The Story of the D. A. R.," was presented to the members.

Twentieth Century Club. The regular meeting of the Twentieth Century Club was held Tuesday evening at the home of Mrs. A. H. Frear, 223 8th street northeast. The president, Mrs. Dora Hendrix, thanked the members for their support and presented the officers of the year. A Christmas present of a book, "The Story of the D. A. R.," was presented to the members.

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